2015 ANNUAL REPORT

MEETING THE NEED

GREATER HOUSTON AREA COMMAND
The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the Gospel of Jesus Christ and to meet human needs in His name without discrimination.
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Dear Salvation Army Friends,

As I reflect back on the past year and the thousands of lives we’ve impacted for the better, I want to express my appreciation for your support. It is only through your support that we are able to achieve our mission and meet human needs in His name without discrimination.

We concluded our 125th year of service in Houston with a visit from Olympian Lolo Jones at our Annual Luncheon who inspired the crowd with her story about persevering through homelessness as a child and overcoming incredible odds to compete in four Olympic Games.

Her story of triumph and redemption begins with her involvement with The Salvation Army, and it begins because of support of people like you. Her story illustrates why we are proud to play a part in the efforts to end homelessness and poverty in Harris, Fort Bend and Montgomery Counties.

Highlights from the past year saw the groundbreaking for construction of a new homeless shelter facility in Conroe, which will dramatically increase our capabilities to support the growing homeless population in Montgomery County. We were also honored to play a role in the City of Houston’s lofty goal to end veteran homelessness as we secured permanent homes for over 1,200 of our nation’s heroes. Finally we continue to lead the charge to end chronic homelessness before it begins through our Young Adult Resource Center which serves vulnerable teens and young adults.

The 125th year of service also marks the end of my time in Houston. I cannot put into words what these past seven years have meant to me and Sandy. Houston has become our home, and to say thank you just does not seem enough, but it is all I have to give at this time. Thank you for your love and support and for the difference you have made in our lives! We are forever changed and so much richer in our hearts as a result of our time here.

As the new Area Commanders arrive in June, I know that they will be welcomed with open arms as we were. Though we know it is going to be extremely hard to say goodbye, we know that God has wonderful things in store for The Salvation Army and for the lives we will continue to change.

Thank you and May God continue to bless you!

Major Chris Flanagan | Area Commander
Dear Salvation Army Friends,

It is hard to believe that my first year as Advisory Board Chair has flown by so quickly. Our new Conroe Shelter is becoming a reality thanks to the efforts of Board Member Jim Wise and the Conroe Capital Campaign Committee. The Army continues to serve our local community with Christmas assistance for 25,000 children and seniors, our youth through The Salvation Army Boys & Girls Clubs, our Veterans and many who battle with addiction.

Our Board is so proud of our Annual Fund Chairs, Ann and John Bookout, and our Honoree, Jeanie Kilroy Wilson, as they raised record amounts for their programs. And a special thank you to my fellow Advisory Board members or their continuing support, and to our incredible staff.

A special salute to The Salvation Army Women’s Auxiliary on their recent success with the 2016 Reflections on Style Luncheon and Chic Boutique. Chaired by Ginger Blanton and honoring Jane Wise, another record setting event provided funds necessary to improve our Corps facilities and better serve those who participate in our programs.

Our Advisory Board is so grateful to Majors Chris and Sandy Flanagan for their dedicated service for the past seven years to our Houston Area Command. We wish them continuing success in their new appointment.

Blessings to all of those that support The Salvation Army,

Lilly Andress  |  Advisory Board Chair
Gray has been homeless all his adult life. Raised by his sister, he rebelled and joined a gang where his alcohol and drug use began. He graduated from high school and worked on and off but the deaths of his brother and best friend made bad matters worse. After learning about the Harbor Light Center on the streets, Gray entered the program where he was able to get sober, find employment and secure housing after four months. Unfortunately a year later he would lose both his job and his apartment because of health complications. Gray is back at Harbor Light, where we are helping get his life back on track by connecting him to housing and other services.

"THE SALVATION ARMY SAVED MY LIFE."
- KEITH GRAY
Harbor Light Center

Homelessness is not just a housing problem.
Over 50% of those on the streets of Houston have a mental health and/or substance abuse problem.
Source: Coalition for the Homeless
BETTY BRADLEY
Conroe Corps’ Red Shield Lodge
Bradley has suffered from depression all her life. Faced with several blows throughout the years, including the death of her 13 year old son to cancer, she attempted suicide many times. Last year, she arrived at The Salvation Army after she was released from the hospital and had no place to go to. Bradley has found emotional support from our staff and has secured employment, working to save money for an apartment.

Homelessness does not only affect men. Almost one third of those in shelters were under the age of 18. Source: Coalition for the Homeless

CLINE FAMILY
Family Residence
The Cline family’s life was disrupted when Ms. Cline was hit by a car. Badly hurt, her husband left work to care for her and, with no money coming in, they lost everything. Homeless, Cline and her two children moved into Family Residence, where they stayed for seven months. Today, the Cline family has their own place and are getting their life back on track.

Homelessness is not a choice.
Over 28% of single people experiencing homelessness in Houston were women. Source: Coalition for the Homeless

HOMELESS SHELTERS
- 2,985
  Red Shield Lodge at Harbor Light Center
- 624
  Sally’s House
  Emergency Shelter
- 811
  Conroe’s Red Shield Lodge
- 423
  Family Residence

EPISODES OF SERVICE
- 266,961
  Meals served
- 114,181
  Nights of Shelter

A WARM, SAFE PLACE WHEN NEEDED THE MOST
When someone has lost everything and has no place to go, The Salvation Army is there to help that individual or family get off the streets and into a place to live. In the Greater Houston Area, The Salvation Army has four homeless shelters where men, women and families not only find a safe haven but are also connected to a case worker to help find a solution to their situation.
Dathorne served in the Army for a year and a half until she was honorably discharged due to a leg injury. Back home, her life came apart with the death of her two year old. With no life insurance to cover funeral expenses, her finances took a hit and she fell into depression. Homeless and on the streets, she awoke one night to a man kissing her. Afraid, she reached out to The Salvation Army. Within three days, she was connected to housing and assistance with five months rent. Social Services also helped Dathorne navigate the VA system and claim benefits she had not received.

The support system for veterans can be difficult to navigate. While 67% of vets in Houston were eligible for services, only 32% said they were actually receiving them.

Source: Homeless Coalition 2012 Needs Assessment

“I WOULDN’T BE WHERE I AM NOW IF IT WEREN’T FOR THE SALVATION ARMY.”

- TILEDRA DATHORNE

Supportive Services for Veteran Families (SSVF)

<table>
<thead>
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<th>VETERANS</th>
<th>TYPES OF SERVICE</th>
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</thead>
<tbody>
<tr>
<td>519 Social Services</td>
<td>228 Housing Assistance</td>
</tr>
<tr>
<td>230 Harbor Light Center</td>
<td>215 Linked to Community Resources</td>
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</tbody>
</table>
Not all young adults have family as a safety net. 41% of homeless youth had been in the foster care system at some point and 47% lost a parent. 

Source: Youth Count 2.0

Findley entered the foster care system when he was five, after his mother was sent to prison. For the next thirteen years he was in and out of foster care homes. Circumstances prevented him from graduating from high school and after exiting the foster care system he found himself homeless. He went to two different homeless shelters and had given up hope until he came to The Salvation Army. Social Services' Young Adult Resource Center connected Findley to housing and is helping him obtain his GED and secure employment.

"THE SALVATION ARMY IS MY SAFE HAVEN."

- CHARMET FINDLEY
Young Adult Resource Center (YARC)
Whitehead grew up in Kingwood and was a gifted athlete who attended college on a basketball scholarship. What started as recreational use of drugs and alcohol would become an addiction. At times he was able to stay sober weeks or months but would relapse. In 2013, the reality of his situation hit home when his family refused to speak with him while in jail. Upon release, he and his wife decided he couldn’t come home until he proved to her and their two daughters that he had changed. Whitehead worked during the day and stayed at the Harbor Light Center’s Red Shield Lodge at night for three months. He then enrolled in the Adult Rehabilitation Center, where he graduated from the program in 2014. Today he has learned what triggers his addictive behavior and has found strength and support in his relationship with Jesus Christ.

Drug addiction is not a voluntary behavior. Addiction is a complex but treatable disease that affects brain function and behavior.

Source: National Institute on Drug Abuse
Holman learned about The Salvation Army while incarcerated for possession of drug paraphernalia. She was a client at Sally’s House in 2012 and successfully completed the program 16 months later. Today Holman is married, working and visits Sally’s House every Saturday where she hosts a meeting to help women in the program while remaining connected to the support system as well.

Most addicted individuals need at least 3 months in treatment to significantly reduce or stop drug use, and the best outcomes occur with longer durations of treatment.

BRIAN PHELPS
Harbor Light Center

Phelps has been using drugs since middle school. He has held several well-paying jobs but couldn’t hold them due to his addiction. Phelps hit rock bottom a year and a half ago when his mother passed away. He contemplated suicide and was interred in a psych ward, where he learned about the Harbor Light Center. He’s currently enrolled in the yearlong program, with seven months under his belt.

Due to its complexity and pervasive consequences, drug addiction treatment typically attends to multiple needs of the individual, not just his or her drug abuse.

GERALYN BELLARD HOLMAN
Sally’s House

Lighting the Path to Sobriety

There are many reasons why someone gets trapped in addiction. Some might be able to stop when they wish but others are not so easily able to reclaim their lives. Addiction can lead to job loss, disownment, homelessness and much more. The Salvation Army is here for those who are ready for their second, third or fourth chance at life. At the Harbor Light Center and Sally’s House homeless shelters, as well as the Adult Rehabilitation Center, clients have an opportunity to learn how to combat their addiction. Not only do they address the underlying issue but also get their everyday life back on track in preparation for graduating the program and achieving self-sufficiency.
Magwood feared she was going to spend her 61st birthday homeless. Reaching out to The Salvation Army, Social Services helped her and her granddaughter and great-granddaughter find a place to live. Although working, due to her limited knowledge of computer skills, her career prospects are low. For this reason she is enrolled at the College of Biblical Studies and is three classes away from completing her Associates Degree. This will allow her to obtain a better paying job and be in a better position to cover her living expenses.

Over 22% of Houston renter households pay more than 50% of their income for rent, making them vulnerable to crisis.

Source: City of Houston 2015-2019 Consolidated Plan
Life does not always go according to plan and a crisis can make us vulnerable to job loss, eviction, and more. During a time of crisis, The Salvation Army is able to offer one-time assistance or long-term case management. Our Social Services offices in Downtown Houston, Fort Bend, Conroe, and Pasadena are here to help minimize the blow a crisis can make.

**MEETING BASIC NEED DURING HARD TIMES**

**JEWETT MAYO PETTRY**  
*Northwest Corps Community Center*

Pettry was in a car accident where he was badly hurt and his car was a total loss. Making a living as a carpenter at remodeling jobs, friends have helped him out by taking him to long-distance projects and clients have generously provided him a place to stay while he finishes the job. Wanting to reclaim his independence, Pettry became a temporary worker as a bell ringer in order to save money to buy a car.

Having a car positively impacts employment. Auto ownership improves earnings more than access to public transit.  
*Source: Urban Institute*

**LASHONDA SIGEE**  
*Social Services Fort Bend*

After seeing a decline in her daughter’s grades, Sigee took her to counseling where she learned that her husband had been sexually abusing her for the past four years. She took unpaid medical leave to help her daughter through this ordeal and to help herself cope with the situation. With no income coming in, Sigee contacted Social Services Fort Bend when she was about to lose her home. The Salvation Army is helping keep the family afloat until Sigee is able to return to work.

52% of families do not have enough savings to live above the poverty line for three months.  
*Source: Houston Family Assets Count 2015*

**SOCIAL SERVICES**

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<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3,856</strong></td>
<td><strong>1,646</strong></td>
</tr>
<tr>
<td>Main Office</td>
<td>Conroe Corps</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>498</strong></td>
<td></td>
</tr>
<tr>
<td>Pasadena Corps</td>
<td></td>
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</tbody>
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**TYPES OF SERVICE**

<p>| | |</p>
<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td><strong>$1,024,148</strong></td>
<td>Rental assistance</td>
</tr>
<tr>
<td><strong>$80,853</strong></td>
<td>Utility assistance</td>
</tr>
<tr>
<td><strong>207,603 LBS</strong></td>
<td>Food</td>
</tr>
</tbody>
</table>

**HOLIDAY ASSISTANCE**

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<tbody>
<tr>
<td><strong>24,938</strong></td>
<td>Angel Tree Clients</td>
</tr>
<tr>
<td><strong>3,853</strong></td>
<td>Holiday Meals</td>
</tr>
<tr>
<td><strong>313</strong></td>
<td>Hired Bell Ringers</td>
</tr>
<tr>
<td><strong>257</strong></td>
<td>Red Kettle Locations</td>
</tr>
</tbody>
</table>
Johnson is ten years old and in third grade. With both parents incarcerated, he is living with his paternal grandfather. Struggling with failing grades and at-risk behavior, his grandfather enrolled him in The Salvation Army Boys & Girls Club – Garden City Branch two years ago. He has come a long way since then. He is not only having fun and staying active at the club but his grades have improved thanks to the homework assistance he is receiving. As for Johnson’s career plans, he dreams of being drafted by the NFL or NBA and afterwards having a successful career in the field of math or science.

Schools serving low-income areas fall short of academic excellence. 80% of elementary schools where Salvation Army Boys & Girls Clubs of Greater Houston members attended received a C or lower when evaluated.

“THANKS TO THE SALVATION ARMY, KIDS DON’T NEED TO BE AT HOME BORED.”

- ASHTON JOHNSON
Salvation Army Boys & Girls Club
Garden City Branch
ANTONIO VASQUEZ  
International Corps Community Center

Vasquez comes from a tight-knit family where much support goes to his older sister who is battling colon cancer. A heart-wrenching situation at home, Antonio has an additional support system at The Salvation Army. Before, shy, lacking self-confidence, and struggling with his sister’s illness, Vasquez is now confident, determined to go to college, and has put his trust and faith in God’s plan.

Youth who attend a Boys & Girls Clubs are more engaged. Attending the Club more than 50 times per year is linked to an increase in socially positive behavior and decrease in risky behaviors.

Source: National Boys and Girls Club

LEYLOR ORTIZ  
Upward Bound at Lee High School

As a freshman, Ortiz was shy and timid. By joining Upward Bound, she received academic advising, emotional support, college readiness seminars, and one-on-one mentoring. As a senior, Ortiz is one of the top public speakers at school and has won various debate competitions. On the eve of graduation, she is in the top 5% of her class, has been accepted to eight universities, and has won over $50,000 in scholarships.

Just one caring adult can make a difference in a child’s life. Most youth who dropped out said they think they could have succeeded if they had support from at least one adult and more structure in their lives.

Source: Bill and Melinda Gates Foundation Study

HELPING KIDS BE KIDS

Not all children have equal opportunities to succeed. The Salvation Army is trying to level the playing field by offering a range of programs to youth in several communities across the Greater Houston Area: after school and summer day camp program at six of our locations, two Upward Bound college preparatory programs in Southwest Houston, and scholarship money through Youth of the Year.

YOUTH PROGRAMS

<table>
<thead>
<tr>
<th>Program</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Youth Served</td>
<td>4,782</td>
</tr>
<tr>
<td>Summer Day Camp</td>
<td>945</td>
</tr>
<tr>
<td>Residential Summer Camp</td>
<td>75</td>
</tr>
<tr>
<td>Academic Support Programs</td>
<td>1,658</td>
</tr>
<tr>
<td>Sports Programs</td>
<td>510</td>
</tr>
</tbody>
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YOUTH OF THE YEAR SCHOLARSHIP PROGRAM

| Scholarship recipients          | 20       |
| Total Amount Awarded           | $125,000 |
Dorado worked for 25 years and raised a family. Living in a tiny garage apartment with no heat, she contacted The Salvation Army after her daughter learned that they offered an affordable living program for seniors. For the past five years, Dorado has lived at the Evangeline Booth Garden Apartments. She has her own one bedroom apartment with full kitchen and can participate in activities offered at the apartments. With her teacher retirement and social security as her only source of income, she is still able to lead a comfortable life at her 68 years of age.

Seniors do not receive enough Social Security/Pension to cover their living expenses.
Over 60% of the seniors who lived in a Salvation Army apartment had an income of less than $10,000 a year.

Source: The Salvation Army 2015 records
LAWRENCE DEGEORGE  
Aldine Westfield Corps Community Center  

At 61, DeGeorge retired and spent time with his wife until two and a half years ago when she passed away. Shortly after, he learned about the Prime Time Seniors program at Aldine Westfield. He’s been coming to the program ever since. He loves participating in the different activities offered and enjoys spending time with the friends he’s made.

Many seniors do not have family or social networks to meet their needs. Factors such as socio-economic status and physical disabilities put some seniors at higher risk of isolation than others.

JANIE GARCIA  
William Booth Garden Apartments  

Garcia has lived at The Salvation Army for over ten years. She owned her own house for 30 years but sold it because it became too much work to maintain it. Caring for her husband for three years after he had a massive stroke, she did not want to continue maintaining a house. Two years after his passing, she found she could afford to continue to live independently at William Booth.

Many seniors who own homes have housing problems. 27% of elderly Houstonians living in a home are either struggling to make payments or have maintenance issues.

Many seniors do not have family or social networks to meet their needs. Factors such as socio-economic status and physical disabilities put some seniors at higher risk of isolation than others.

Sources: ARRP Foundation Study

JANIE GARCIA  
William Booth Garden Apartments  

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Many seniors who own homes have housing problems. 27% of elderly Houstonians living in a home are either struggling to make payments or have maintenance issues.

Sources: Houston Housing Plan

LIVING WELL HAS NO AGE LIMIT  

We all want to enjoy our golden years but unforeseen circumstances can derail retirement plans. The Salvation Army runs two separate programs to support the elderly. Our Prime Time Seniors program offers meals and activities during the week and, for low income seniors who qualify, our William and Evangeline Booth Garden Apartments offers income-based rent.
## GREATER HOUSTON AREA OPERATING FUND

### STATEMENT OF FINANCIAL POSITION
For the Year Ended September 30, 2015

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<thead>
<tr>
<th>ASSETS</th>
<th>LIABILITIES &amp; NET ASSETS</th>
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<tbody>
<tr>
<td>Current assets</td>
<td>Current liabilities</td>
</tr>
<tr>
<td>$2,327,178</td>
<td>$1,065,987</td>
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<td>Vehicles &amp; equipment, net</td>
<td>Total net assets</td>
</tr>
<tr>
<td>$522,977</td>
<td>$1,784,168</td>
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<tr>
<td>Total assets</td>
<td>Total liabilities &amp; net assets</td>
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<tr>
<td>$2,850,155</td>
<td>$2,850,155</td>
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### STATEMENT OF ACTIVITIES & CHANGES IN NET ASSETS
For the Year Ended September 30, 2015

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<td>Contributions</td>
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<td>United Way</td>
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<td>Fees and grants from government agencies</td>
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<tr>
<td>Other income</td>
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<tr>
<td>Total support and revenue</td>
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<table>
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<th>EXPENSES</th>
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<tr>
<td>Program services</td>
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<tr>
<td>Management and general</td>
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<tr>
<td>Fundraising</td>
</tr>
<tr>
<td>Total expenses</td>
</tr>
</tbody>
</table>

| Change in Net Assets          | ($1,663,928)             |
| Net Assets at the End of the Year | $1,784,168             |
Major Chris Flanagan
Area Commander

Major Sandy Flanagan
Associate Area Commander

Aldine Westfield Corps Community Center
Captain Joe & Lieutenant Maxie DeBlanc | Officers

Conroe Corps Community Center & Red Shield Lodge
Captains Adrian & Karen Twinney | Officers

Harbor Light Corps
Sergeants Rodney & Juanita Hinkle | Officers

Temple Corps Community Center
Lieutenants Joshua & Rachel McKain | Officers

International Corps Community Center
Captains Stephen & Sujung Na | Officers

Northwest Corps Community Center
Majors David & Louise Feerer | Officers

Pasadena Corps Community Center
Majors Floiran & Eloisa Estrada | Officers

Adult Rehabilitation Center
Captains Jay & Michele Ward | Administrators

Family Residence
Charmaine Smith | Director

Harbor Light Center & Red Shield Lodge
Larry Bowen | Director

Sally’s House
Gay McCurdy | Director

Social Services Department
Gerald Eckert | Director

Evangeline Booth Garden Apartments
Saira Singh | Director

William Booth Garden Apartments
Mary McElhanon | Director

The Salvation Army Boys & Girls Clubs
Doug Smith | Executive Director

Garden City Boys & Girls Club
Larry Barnes | Branch Manager

Aldine Westfield Boys & Girls Club
Patrick Mouton | Branch Manager

Irvington Boys & Girls Club
Deborah Mitchell | Branch Manager

Northwest Boys & Girls Club
Michael St. Julien | Branch Manager

Pasadena Boys & Girls Club
Vacant | Branch Manager

Upward Bound Program
Trissi Johnson | Director
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Linda McReynolds *  •  Laura McWilliams  •  Danette Menziek  •  Dorothy Nicholson
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Carol Sharpe  •  Maggie Smith  •  Laurie VanderPloeg  •  Connie Wallace
Vicki West  •  Suzie Wilson  •  Jane Wise  •  Merele Yarborough

† Deceased
GREATER HOUSTON AREA
LOCATIONS
Area Command Administrative Office
1500 Austin Street | Houston, TX 77002
713-752-0677

Social Services Main Office*
2202 Main St. | Houston, TX 77002
713-658-9205

Sally’s House §
1717 Congress | Houston, TX 77002
713-223-8889

Harbor Light Center & Corps and Red Shield Lodge § †
2407 North Main | Houston, TX 77009
713-224-2675

Family Residence §
1603 McGowen
Houston, TX 77004
713-650-6530

Adult Rehabilitation Center § †
2118 Washington Ave. | Houston, TX 77007
713-869-3551

Temple Corps Community Center †
Irvington Boys & Girls Club
4510 Irvington Boulevard | Houston, TX 77009
713-692-0522

William Booth Garden Apartments
808 Frawley | Houston, TX 77009
713-692-4186

Aldine Westfield Corps Community Center †
Boys & Girls Club
2600 Aldine Westfield Road | Houston, TX 77093
713-695-3388

Garden City Boys & Girls Club
9717 W. Montgomery | Houston, TX 77088
832-201-8676

Upward Bound at Sharpstown High School
7504 Bissonnet | Houston, TX 77074
281-904-4878

Upward Bound at Lee High School
6529 Beverly Hill St. | Houston, TX 77057
281-904-4878

International Corps Community Center †
7920 Cook Road | Houston, TX 77072
713-988-5201

Northwest Corps Community Center †
Boys & Girls Club
12507 Windfern Road | Houston, TX 77064
832-200-4620

Conroe Corps Community Center * § †
304 Avenue E | Conroe, TX 77301
936-760-2440

Pasadena Corps Community Center* †
Boys & Girls Club
2732 Cherrybrook Lane | Pasadena, TX 77502
713-378-0020

Evangeline Booth Garden Apartments
2627 Cherrybrook Lane | Pasadena, TX 77502
713-920-1844

Social Services – Fort Bend*
12300 Purse Creek Dr. | Stafford, TX 77477
281-207-2500

* Financial Assistance  § Shelter  † Worship Center